

**ERP Project Manager
Department of Administrative Services
State of New Hampshire**

The Department of Administrative Services seeks an experienced certified ERP Project Manager. This is a 24 month full time commitment. Candidates should possess a broad range of skills and competencies including a successful track record of at least two successful ERP implementations on a scale comparable to the size and complexity of the government of the State of New Hampshire.

Location: Concord, NH State Government

Compensation Negotiable

Position will remain open until a qualified candidate is selected.

Please forward your letter of application, resume, certifications, and three current references to the attention of: Commissioner Donald Hill, Department of Administrative Services 25 Capitol Street Concord, NH 03301 Telephone number (603) 271-3201 or email: Joseph.Bouchard@nh.gov.

General Information

The State of New Hampshire, through its Department of Administrative Services, wishes to engage a professional certified Project Manager (PM) with Enterprise Resource Planning System (ERP) implementation experience to manage the ERP System implementation Project for the State. This will be a full time opportunity for a period of 24 months.

The State anticipates interviewing the top three to five prospective candidates presenting a combination of education and experience that most clearly matches these requirements. Interviewees shall submit to personal and professional background investigations and personal reference checks. More information about these requirements shall be provided upon notification of interview selection and scheduling.

Emphasis in selecting a PM shall be placed on the PM's experience and success in projects similar to that which the State anticipates undertaking.

Employment terms are subject to negotiation.

Responding to this Request

Interested persons must complete and submit, in accordance with further instructions contained herein:

- A resume,
- A list of at least three professional references,
- Compensation, benefits and other requirements, and
- A response to the following questions:

1. In your view what are the major factors that distinguish the following roles in a successful ERP implementation effort: Project Sponsor, Project Manager, IT Director, Steering or Senior Management Team, and Board of Directors of Company/Government?
2. What are the hallmarks of successful and unsuccessful ERP installation efforts and how do you manage for success?

Submit your response to:

Commissioner Donald Hill, Department of Administrative Services, 25 Capitol Street, Concord, NH, 03301 or email: Joseph.Bouchard@nh.gov. Responses will be accepted until a qualified candidate is found.

Note: Candidates are advised to make certain their applications and supplementary materials are complete and emphasize the areas of experience, education and training that are most related to the needs of the State for this project as outlined in the job requirements and duties section.

In order to be considered, a prospective PM candidate must meet the following:

- Have the requisite knowledge, skills, and abilities; and be able to perform the duties and requirements as outlined below;
- Be able to comply with the proposed or required time of completion or performance schedule;
- Have a demonstrated a successful record of performance on previous projects; and
- Have submitted a responsive application.

Professional References

The successful candidates will provide, included with their application, a complete professional job or engagement history in chronological order, emphasizing and specifying their PM experience with governments, in ERP systems. The following shall be included for each.

- 1) Contract duration, including beginning and ending dates;
- 2) Services performed including title and description of role played by candidate;
- 3) Name, address, telephone number and e-mail address of contracting agency and the name of a current and knowledgeable point of contact; and
- 4) Compensation.

Expected Timetable

Position will remain open until a qualified candidate is selected.

Overview of Project Manager and ERP Project

The State of New Hampshire has undertaken the task of implementing an ERP (Enterprise Resource Planning) solution. At this time, the State has an opportunity for a Project Manager with ERP implementation experience. Candidates should understand and leverage proven project management methodologies and be willing and able to mentor the core project members in this area. Job requirements follow below.

Pertinent information of actions to date concerning the ERP system acquisition and implementation, including DAS RFP 2006-015, can be found at the State's Purchasing web site:

<http://www.admin.state.nh.us/ERP/index2.asp>.

Job Requirements and Duties:

Summary/Goal

The State Project Manager will be responsible to the Project Sponsor and the PMT for everything that the Project does or fails to do, and has the primary responsibility for seeing to the Project's success.

Major duties include:

Leading the Project; Promoting the Project Statewide; Developing Project strategy and approach; engaging and managing all contractors; managing significant risks and issues; and managing stake holder's concerns.

Under the direction of the Project Sponsor, manage a successful ERP Project implementation in accordance with the agreed upon schedule, resources and scope as identified in the RFP and subsequent Contract documents regarding acquisition and implementation.

Examples of Work:

Develop and demonstrate an understanding and knowledge of the State organization, its employees, its foundations and fundamental business operations.

Understand, be totally familiar with all aspects, and direct the successful accomplishment of the ERP Business Plan, Needs Assessment, and Implementation Plan; update, monitor progress and resources including staffing, project records, consultants and budgets, and report thereon.

Develop detailed ERP budget for review and approval by Project Sponsor and Project Management Team (PMT). Monitor and report upon budget and project status. Make regular budget projections. Relate budget to schedules, other resources and tasks.

Monitors the Vendor's Project Work Plan, including schedules and resource allocations. The Project Manager will review and provide input concerning the Project Work Plan to Project Management Team on a regular schedule.

Make recommendations and take steps to secure needed alterations in plans and resources.

Understand all aspects of the contracts; manage the implementation process. Preview and analyze vendor implementation, proposed business process, change management, training, and testing activities.

Schedule and conduct meetings as necessary.

Oversee daily project activities.

Document project activities and results. Insure essential, current, adequate, user-friendly, complete system operation and user documentation is prepared by the vendors and made available to the State.

Direct the preparation of Key Performance Indicators (KPI). Monitor and report on during implementation. Develop means and ability for the State to monitor KPIs post-implementation activities at regular intervals.

Assign tasks to teams, set deadlines, and monitor progress.

Monitor need for backfilling and other project resources in advance to insure they are trained and ready to support activities.

Communicate/negotiate with representatives of a cross-section of State government and other external organizations. Establish and communicate clear expectations to all participants especially team members. Solicit same from management. Make update presentations to the Project Sponsor, the steering committee, team members, others.

Assist the Project Sponsor in marketing the project within the organization and within the project teams. Develop project marketing strategies.

Resolve disputes, remove impediments to success, coach, be a mentor, build teams, be a cheerleader. Strive to develop conditions in which IT and system users are able to achieve expected results and change.

Monitor project deliverables.

Work with the State Project Management Team and the ERP Vendor's Project Manager to fully develop business requirements and project scope.

Assure training is targeted and delivered on time.

Facilitate process, policy and procedural changes necessary to prepare for the software implementation. Research and recommend best practices and other business process changes identified during the implementation phase.

Lead reengineering activities jointly with implementation vendor.

Apply change management concepts and practices to the project and organization. Promote organizational acceptance at all levels and individually if necessary.

Insure the scope of the Project remains achievable within the resources available, the original intent of the project and changes are appropriately approved only after successfully dealing with these factors.

Identify, establish and insure quality controls where appropriate.

Pre-identify and concurrently identify, divulge, quantify, manage and mitigate risk. Encourage risk identification by all participants throughout the process.

Other project related duties as required.

Knowledge, Skills and Abilities Required of the successful Candidates

- A. Education—BA, BS, or related experience.
- B. A minimum of 5 - 8 years of successful project management experience with concentration in Information Technology in a similar sized organization and a project of similar scope. Upper level project experience with (2) full life cycle ERP implementations is required.

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| <p>C. Project Manager Training preferably with Project Management Institute (PMI). Certified PMP (Project Management Professional) or equivalent is required.</p> <p>D. Experience with Project Management and Change Management. Such experience in State government preferred.</p> <p>E. Ability to identify developing problems, design solutions, and resolve.</p> <p>F. Presentation skills to committee or subordinates, peers and supervision.</p> <p>G. Skill with MS Project, Excel Project manager, and Power Point are desired.</p> <p>H. Excellent organizational, verbal/written communication and people skills are a must.</p> <p>I. Other considerations:</p> |
| <ul style="list-style-type: none">• Business process re-engineering skills, State government operational knowledge;• Financial Management, Customer Relations Management, Human Resources, or Procurement background. |